



THE NAVY STRATEGIC  
COMMUNICATIONS GUIDE

# Playbook 2006



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## Introduction



The nation and the world are in the midst of a communication explosion. Millions of facts, figures, and opinions come to us every day, every hour, every minute. Add the digital media, the world of TV entertainment, video games and all things Internet, and you

begin to scratch the surface of the environment in which your message, your idea must compete.

For a world-class organization as vast and dispersed as our Navy to succeed in breaking through the communication clutter, we must **align** our message, **streamline** our ability to deliver it and **execute** a set of simple messages with many voices. This is a formidable challenge.

That said, the CNO has provided clear guidance on the path the Navy must take next year. We must focus our communications program around that guidance and prioritize the messages, so our Sailors and their families understand our mission and road ahead and see how they fit into the picture.

To help, we have translated CNO's guidance into Playbook 2006. It will help to align all the specific communications messages of our individual programs under the CNO's three core priorities. No matter where we are throughout the Fleet, all of us are stakeholders in those priorities: *sustaining combat readiness, building a fleet for the future, and developing 21<sup>st</sup>-century leaders.*

This year's Navy strategic communications guide provides content for "sub-topics" that each illustrate one of the CNO's top three priorities. It also lists additional initiatives and programs that fall under those three areas; content for those topics will be posted online at a robust and dynamic electronic Playbook (see inset).

The content in both this print product and the online edition is streamlined across the topic areas. It includes talking points for use in your communications activities, and two (one long, one short) "elevator speeches" for "engagements of opportunity" with important audiences or incorporation into speeches and public presentations. Other resources (such as Rhumb Lines, public affairs guidance, Navy Fact File entries, etc.) will be referenced in the online Playbook under their appropriate topic. The goal is to make it a "one stop shop" for all the communications resources on a given topic.

To ensure that these resources stay up to date, I am tasking all PA professionals to keep Playbook up-to-date and use it to establish your communications priorities.

## EXECUTE

Additionally, CNO has tasked Navy leaders to execute specific communications engagements across the nation. This will ensure that our message effectively reaches both our stakeholders and the broader audiences who are open to receiving the compelling story of the good work our Navy does in defense of our nation's interests around the globe.

Our public affairs community must make it a priority to support our Navy leadership in their efforts. We are the primary drivers of how the Navy tells its story, and it's up to us to make it happen. Keep charging!

T. L. McCreary  
Chief of Information

## Playbook 2006 Online

Look for the online edition of Playbook at any of the following locations:

P-A-Net ([www.chinfo.nko.navy.mil](http://www.chinfo.nko.navy.mil))

Chartroom ([www.chinfo.navy.mil/chartroom/chartfull/playbook06/playbook06.html](http://www.chinfo.navy.mil/chartroom/chartfull/playbook06/playbook06.html))

Flag/SES Web ([usn.hq.navy.mil/flagsesweb](http://usn.hq.navy.mil/flagsesweb))

# U.S. NAVY MISSION

*Combat-ready naval  
forces capable of  
winning wars, deterring  
agression, preserving  
freedom of the seas, and  
promoting peace and  
security.*

**Sustain combat  
readiness**

SEA POWER 21  
FLEET RESPONSE PLAN

**Build a fleet  
for the future**

SHIPBUILDING PLAN  
ASHORE VISION  
AVIATION ROADMAP

**Develop 21<sup>st</sup>-  
century leaders**

STRATEGY FOR OUR PEOPLE  
SEA WARRIOR  
DIVERSITY

## Sustain Combat Readiness

Global threats are proving ever more complex and unpredictable. Potential enemies will resort to whatever means are available to wreak havoc and destruction – physically, economically, and psychologically – unhindered and unconstrained by moral conscience or social norms.

To counter these threats successfully, our Navy must maintain its “asymmetric advantages”: superior power, precision, technology, information, and people. If we are to retain the initiative today and in the future, we must continue to answer the call with the right combat capability, at the right time, in the right place, and for the right price.

We must be first and foremost a fighting, seagoing service. We must defend Americans at home and abroad by combatting terrorism,

deterring aggressors, and, should war come, being unbeatable. We must keep the sea-lanes open for the peaceful movement of international commerce, forge constructive relationships with navies around the globe, and provide humanitarian and crisis response to natural disasters.

**Sea Power 21** remains the guiding approach to how we develop our 21<sup>st</sup> century Navy. The pillars of Sea Power 21– Sea Strike, Sea Shield, and Sea Basing – integrated by FORCEnet, are the foundation of the continued transformation of our Navy.

The nation needs an agile, adaptable, persistent, lethal, surge-ready force; sustaining our current readiness is key to supporting our national objectives. A ready force can “surge” on demand, and today the **Fleet Response Plan** makes it happen.

## Main Focus Areas:

SeaPower 21

Fleet Response Plan

## Other Suggested Topics:

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Sea Shield

Sea Strike

Sea Basing

FORCEnet

Sea Enterprise

Sea Swap

Extended Maritime Interdiction Operations

Anti-Improvised Explosive Device

Fleet ASW Command

CG/DDG Modernization (NAVSEA)

Lean-Six Sigma (NAVSEA)

One Shipyard for the Nation (NAVSEA)

Seaport (NAVSEA)

Naval Aviation Enterprise (CNAF/NAVAIR)

Sigma (NAVAIR)

Naval Transformation Roadmap

Virtual SYSCOM

Environmental Stewardship

Family Readiness

## Sea Power 21

Sea Power 21 will remain Navy's transformational strategy for conceiving operational and organizational processes and policies in the decades ahead.

- To realize the opportunities and navigate the challenges ahead, we must have a clear vision of how our Navy will organize, integrate, and transform. Sea Power 21 is that vision.
- Sea Power 21 will guide our Navy as we defend our nation and defeat our enemies in the uncertain century before us.
- Innovative concepts and technologies will integrate sea, land, air, space, and cyberspace to a greater extent than ever before. In this unified battlespace, the sea will provide a vast maneuver area from which to project direct and decisive power around the globe.
- Sea-based operations use revolutionary information superiority and dispersed, networked force capabilities to deliver unprecedented offensive power, defensive assurance, and operational independence to Joint Force Commanders.
- Three fundamental concepts lie at the heart of the Navy's continued operational effectiveness: Sea Strike, Sea Shield, and Sea Basing. Sea Strike enables projection of offensive power from the sea; Sea Shield extends defensive assurance throughout the world; and Sea Basing enhances operational independence and support for the joint force. FORCEnet will empower all three pillars by tying them together and integrating and enabling their capabilities.

### 15-second Elevator Speech

The U.S. Navy's powerful warfighting capabilities outlined in "Sea Power 21" ensures our joint force dominates the unified battlespace of the 21st century, strengthening America's ability to assure friends, deter adversaries, and triumph over enemies—anywhere, anytime.

### 60-second Elevator Speech

"Sea Power 21" is our vision to align, organize, integrate, and transform our Navy to meet the challenges that lie ahead. It is global in scope, fully joint in execution, and dedicated to transformation. It reinforces and expands concepts being pursued by other services – long-range strike; global intelligence, surveillance, and reconnaissance; expeditionary maneuver warfare; and light, agile ground forces – to generate maximum combat power from the joint team.

"Sea Power 21" will employ current capabilities in new ways, introduce innovative capabilities as quickly as possible, and achieve unprecedented maritime power. Decisive warfighting capabilities from the sea will be built around Sea Strike, Sea Shield, Sea Basing, and FORCEnet.



## Fleet Response Plan

The Fleet Response Plan (FRP) maximizes the Navy's ability to respond to emergent crises, changes the way ships are maintained, and keeps the Navy at a higher state of readiness. Shifting focus away from rotational deployments, the Fleet Response plan provides the capability of surging six Carrier Strike Groups immediately to wherever in the world the mission calls, with two additional Carrier Strike Groups deploying shortly thereafter.

The ability to surge shortens response times to any contingency and enables the United States to increase the global presence of its military forces to fight the Global War on Terror.

- Through FRP, the Navy has increased its ability to provide persistent and massive combat power. This supports the nation's requirement for an immediate, credible response.
- FRP provides adaptable, flexible and sustainable naval forces necessary to not only fight the Global War on Terrorism, but to support the needs of the Combatant Commanders to maintain a global forward presence.
- FRP illustrates the Navy's capability to operate jointly as well as multi-nationally with Allies to strengthen our maritime capabilities in support of strategic objectives.
- FRP is increasing our capability to surge forces, which directly supports the U.S. Navy's main operational effort to combat terrorism in the maritime environment. We commit our efforts to work with our multinational partners to dissuade, disrupt, and deter terrorists who attempt to conduct illicit operations at sea.
- By streamlining our maintenance practices, transforming inter-deployment training, and reconsidering our approach to pre-deployment logistics, manning, and equipment, we have enabled FRP and are prepared to deliver decisive, persistent, and credible combat power on demand.

### 15-second Elevator Speech

The Fleet Response Plan builds upon our combat readiness while enabling a strong forward presence. It allows us to deploy a flexible naval force capable of surging quickly to deal with unexpected threats and contingency operations.

### 60-second Elevator Speech

With the Fleet Response Plan, we will get to the fight faster, keep operational readiness high, and rapidly respond to every call. We will increase the operational availability of our forces through the continued dedication and ingenuity of our talented people. Our Navy is about global response and providing our nation and allies dominant naval power wherever and whenever required.

A key objective of the FRP is to reprioritize mission-essential tasks to create an adaptive capability earlier in the training cycle. By aligning key training milestones in accordance with national strategy, our naval forces will deliver a tailored, combat ready force in the highest state of readiness. With FRP, we are more capable, more responsive, and better prepared for the challenges ahead.

## Build a Fleet for the Future

While we work successfully to maintain our ability to defend our homeland, combat terrorism, defend the freedom of the seas, and dissuade and deter our potential enemies, we must never forget that we must contend with emerging, asymmetric, catastrophic, and disruptive threats.

Our forces must develop in a way that prepares us to deal with these threats decisively, even as we strive to work still more effectively alongside our joint service, interagency, allied, coalition, and NGO partners.

To prevail in the maritime domain, we must build the *right fleet*, deploy the *right aircraft*, and maintain the *right shore infrastructure* required to support them. Our force must be balanced, rotational, forward deployed, and surge capable, with the proper size and mix of capabilities.

While the quality of our people remains both our priority and a

source of justifiable pride, our Sailors must possess the best available technology, empowering them to make independent, informed, and effective decisions. To support the Navy of the future, we must possess today the discipline and vision to allocate resources for the fleet of 2025 even while we preserve the readiness of the fleet of 2006.

Recapitalization of our Navy involves an appreciation of future warfighting needs and a willingness to address them, both of which are evident in ship and aircraft designs that are being pursued and developed today for the Navy of the future.

It also involves commitment to fiscal and design efficiency that streamlines and improves business practices, allowing us to build the future Navy and maintain our current readiness at lowered cost – thus making that future Navy affordable and achievable.

## Main Focus Areas:

Longterm Shipbuilding Plan  
Ashore Vision  
Aviation Roadmap

## Other Suggested Topics:

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CVN-21  
VA-Class Submarine  
DD(X)  
Littoral Combat Ship  
LHA(R) Amphibious Assault Ship  
LPD-17  
Marine Pre-positioning Force (Future)  
SSGN Conversion  
Joint Strike Fighter  
P-8A Multi-mission Maritime Aircraft  
Unmanned Aerial Systems  
MH-60R  
Vertical Heavy Lift Replacement  
ER(G)M (NAVSEA)  
Cooperative Engagement Capability (NAVSEA)  
NMCI  
Distance Support (NAVSEA)  
Open Architecture (NAVSEA)



## Longterm Shipbuilding Plan

The Navy's long-term shipbuilding plan will ensure that we are building today for the fleet of tomorrow. The plan lays the groundwork for the building of future vessels, such as CVN 21, DD(X), LHA(R), SSN 774, LCS, and MPF(F) while funding the modernization and maintenance of our current ships.

- Shipbuilding is a national security issue. We have already bought the 2015 fleet, and we need to decide TODAY how to build the fleet of 2025.
- The ships that make up tomorrow's Navy will be faster and more agile than ever before to combat tomorrow's threats and provide future Navy leadership with the most capable platforms possible to complete their missions.
- The Navy's shipbuilding plan will ensure the U.S. taxpayer receives the best military value for their investment.
- No one ship will meet the needs of the Navy; we need a "Family of Ships," including the multi-mission DD(X) and CG(X) cruiser, the mission-focused Littoral Combat Ship, and the existing AEGIS fleet, kept current and combat-relevant through modernization. The "family" also includes the converted SSGN, a premier example of quickly leveraging existing assets in support of transformational requirements, and the Virginia-class submarine, the right subsurface platform for today's uncertain environment.
- The Navy's 30-year shipbuilding plan will ensure the Navy is able to sustain its Major Combat Operations force and has the capability to meet increasing asymmetric threats.
- Overall, the Navy's shipbuilding plan will be driven by force requirements that result from completion of the 2006 Quadrennial Defense Review, which will be submitted by the Pentagon to Congress in February of the coming year.
- The Navy's goal remains to produce the most lethal platforms possible at the best possible military value.

### 15-second Elevator Speech

Shipbuilding is a national security issue, and it is critical that we decide TODAY how to proceed to build the 2025 fleet. The long-range plan will provide future Navy leadership with the platforms they require to combat the threats of tomorrow.

### 60-second Elevator Speech

Shipbuilding is a national security issue. It currently faces significant challenges posed by fiscal constraints and fleet requirements. We already have the 2015 fleet, and we need to decide TODAY how to proceed to build the 2025 fleet. Our long-range shipbuilding plan will support our mission and ensure the U.S. taxpayer receives the most capable, lethal, sophisticated ships available.

We need a capability-based fleet; no one ship will meet the needs of the Navy. CVN 21, DD(X), LHA(R), LCS, MPF(F), and the new SSN will continue to keep the Navy's capabilities unmatched on the high seas and enable us to defeat growing threats in coastal regions and elsewhere.

Each of these new classes of ships is vital to overcoming the threats of the future and supporting the combatant commander in our joint fight.

## Ashore Vision

Our shore installations are critical to our ability to achieve the operational concepts of Power Projection and the Fleet Response Plan. Supporting a “Surge Navy” will demand that we create a “Surge Infrastructure”: one that leverages advanced technology, sound investment and intelligent sustainment for the Fleet, Sailors, and their families.

The Navy Ashore Vision (NAV) 2030 is the Navy’s roadmap for transforming the Navy shore infrastructure over the next 25 years.

- The Navy must size and locate its ashore infrastructure to ensure it has the RIGHT BASES, in the RIGHT PLACES, with the RIGHT CAPABILITIES, at the RIGHT PRICE.
- RIGHT BASES: Installations, institutions, functional support facilities and services are available to enable the Force Commanders to most effectively train, man, and equip operational units.
- RIGHT PLACES: Installations and support functions are relationally and geographically aligned with Fleet Operation’s to enable surge, sustainment and reconstitution.
- RIGHT CAPABILITIES: Cost-effective functional support actively serves dynamic readiness requirements and sustains quality of life.
- RIGHT PRICE: Resource allocation is driven by valid output requirements. Core facilities and services will be sustained.
- Beyond operational functions, our shore facilities are home to many of our Navy families. Future planning takes into account quality of life issues and service to Navy families and Sailors when they are home from the sea.
- Bases must operate in partnership with the surrounding community.
- The Base Realignment and Closure process continues. Previously released guidance still applies and can be found online. Additional guidance will be provided as necessary.
- We must capitalize on joint basing opportunities with our sister Services to consolidate support delivery, reduce duplication, and improve operational efficiency while enhancing combat effectiveness.

### 15-second Elevator Speech

The Navy’s operational transformation has long-term implications for our shore infrastructure as well. Success in realigning our shore installations is vital to our future Navy, just as it is a part of ensuring a Sailor-centric quality of service for our entire Navy family.

### 60-second Elevator Speech

Building the Navy’s future shore infrastructure requires that we have the “right bases” in the “right places” with the “right capabilities” at the “right price.”

Success in realigning and revitalizing the shore infrastructure is vital to our future Navy, but it will not be easy, given the many constraints that impact and challenge future plans. For example, we recognize the need and trend to consolidate bases, yet we must retain flexibility to deploy our ships and our Sailors to support a “surge-capable” Navy required today.

Populations are growing around our once-isolated bases; community partnerships and environmental stewardship must remain priorities. Future shore infrastructure must contribute to Sailors’ personal development, retention, and quality of service.

## Aviation Roadmap

Naval Aviation is about warfighting readiness. Naval Aviation will continue to lead its people and manage its resources, providing the presence and unequivocal striking power that our national leadership demands and our country deserves.

The Naval Aviation Enterprise (NAE) enables the achievement of a more effective and efficient warfighting force. Its process improvement and productivity initiatives exist to guarantee current readiness, secure the future of Naval Aviation, and transform the way we conduct the business of warfighting, at sea and ashore.

U.S. Naval Aviation aircraft, weapons systems, and sensors are the best in the world, and they are operated and maintained by the smartest, most industrious, and dedicated people in the world. We will continue to develop new technologies while managing our costs, striking the delicate balance between today's readiness and tomorrow's capabilities, in the joint environment.

For more detailed information on the future of Naval Aviation visit: [www.nae.cnaf.navy.mil](http://www.nae.cnaf.navy.mil) and review the Naval Aviation Vision 2020 book.

- Naval Aviation leadership is committed to ensuring that the warfighter is equipped with the most combat capable, lethal, sophisticated fixed wing aircraft and helicopters to fight the Global War on Terror, support the Fleet Response Plan (FRP) and meet other emerging threats.
- Naval Aviation leadership is taking the necessary steps today to ensure new aircraft funding matches warfighter requirements.
- New aircraft are needed in the Fleet to replace those that are older and costly to maintain, and to support future readiness requirements.
- Naval Aviation's "Strategy for Our People" considers the entire enterprise – workforce, military, civilian and contract support – to develop the optimal mix of skills at the right cost to ensure success across the full spectrum of naval operations.
- The Naval Aviation Enterprise (NAE) is a warfighting partnership, lead by Commander, Naval Air Forces (CNAF), and forged between the aviation stakeholders, to drive readiness by optimizing processes and the use of existing resources and by managing costs.

### 15-second Elevator Speech

Delivering the right force with the right readiness, today and in the future, is the core function of Naval Aviation. The joint warfighter sets the requirements of what is needed today, and the Naval Aviation Enterprise manages that requirement to meet those needs without spending more than is needed.

### 60-second Elevator Speech

Delivering the right force with the right readiness is the core function of Naval Aviation. The joint warfighter sets the requirements of what is needed today. The Naval Aviation Enterprise manages that requirement closely to provide support needed but keep overall costs down. This strategy will reduce the cost of current readiness so Naval Aviation can recapitalize the Naval Air Force to meet the threats of tomorrow.

The F/A-18E/F Super Hornet, the F-35 Joint Strike Fighter, and the V-22 Osprey are just a few examples of the types of aircraft that will operate now and in the future off of our aircraft carriers and large-deck amphibious vessels. These and other platforms will help to ensure that the tradition of naval aviation continues, delivering the aircraft that are ready and capable of doing the job.



## Develop 21<sup>st</sup>-Century Leaders

Our success in defense of this nation boils down – as it has for 230 years – to people. The men and women of the United States Navy – active, reserve and civilian – are the lifeblood and the heart of the service.

To meet the challenges of tomorrow, our Sailors must be empowered to operate, fight, and lead in a variety of challenging environments – from failing states and ungoverned spaces to the most technologically advanced nations, virtual worlds and cyberspace.

We will work to so empower them by transforming the manpower, personnel, training, and education organization into one that better competes for their talent and creates the conditions in which they can achieve their full potential.

Our Sailors will be expected to interact with and understand cultures far different from their own. They will be ambassadors, educators, health care providers, mentors, and friends to a diverse cross-section of the global community. They must be equipped

to meet these challenges, to excel as professionals, and to develop as individuals.

This is the heart of our ***Strategy for our People***. Sailors must be prepared to “surge” on short notice as a single, total force. This is a tough and demanding lifestyle, and the Navy recognizes the reach of all its decisions into the lives of its people.

Our commitment, therefore, is to drive ***Sea Warrior*** to execution, ensuring that our training, education, and career-management systems effectively provide for the growth and development of our people and enhance their contribution to our joint warfighting ability.

By finding and keeping talents that reflect the ***diversity*** of the people from whom those talents are drawn, investing in their education, aligning their jobs, and providing a satisfying work-life balance, the Navy commits to attracting and retaining Sailors that compete to serve and strive to stay.

## Main Focus Areas:

Strategy for our People  
Sea Warrior  
Diversity

## Other Suggested Topics:

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N1 Re-alignment (MPT&E)  
Navy Knowledge Online  
National Security  
Personnel System  
Human Systems Integration  
(NAVSEA)  
Human Performance Center  
Officer 5VM  
Officer Skills Capture  
Civilian Community Management  
- 5VM  
Enlisted 5VM  
Recruiting

## Strategy for Our People

The Navy's Strategy for our People will provide the guidance and tools to assess, train, distribute, and develop our manpower to become a mission-focused force that truly meets the warfighting requirements of the Navy. At the same time, we must improve the work-life balance and quality of service so our Sailors and civilians will enjoy meaningful job content, realize important contributions, and have expanded opportunity for professional and personal growth.

- The Navy's Strategy for Our People is to provide overarching guidance for achieving a capabilities-based and competency-focused total-force workforce in synch with joint and Navy mission requirements.
- Commitment to our people, our number one priority, has produced the best manpower and personnel readiness to date. Capitalizing on those successes, we will produce a more flexible and operationally capable Navy, with a workforce shaped to meet emerging needs and requirements, directly linked to force structure and combat capability, supporting current and future *mission accomplishment*.
- We will actively promote increased diversity at every level.
- Work will be more effectively distributed among active, reserve, civilian, and contractor, utilizing the strengths of each.
- We will optimize the strengths of the Total Force while "incentivizing" the talents and behaviors needed for the mission. Removing or re-assigning non-professionally developing work is essential for quality of service. Technology development and implementation will help reduce workload and mundane manpower requirements.
- The goal is an affordable, experienced, better-educated, continually ready force – active, reserve, and civilian – devoted to mission accomplishment, with more choice in assignments and more opportunity in careers, for a healthy *work/life balance*.
- We want the Navy recognized as the employer of choice – an attractive team on which to serve – and selective about who is accessed, promoted, and retained.

### 15-second Elevator Speech

The Strategy for Our People will help us achieve a trained and capable Total-Force workforce to match joint and Navy missions, delivering a Navy with an integrated approach to career management, a more proficient and better educated force, and a more effective distribution of work.

### 60-second Elevator Speech

Our mission focus will only succeed if we can get people with the right skills to the right place at the right time, and provide them the personal and professional tools they need to be successful in the 21<sup>st</sup> century. A comprehensive strategy will do that.

The Strategy for Our People is based on five pillars: alignment to total force from accession to transition, competency-focused/capabilities-based workforce, professional and personal growth and development, agile organizations, and performance culture.

The strategy will modernize manpower and personnel systems into a technologically enhanced system that improves quality of service for our Sailors. It will integrate separate manpower initiatives into a single, strategically managed plan.

## Sea Warrior

Sea Warrior comprises the training, education, and career-management systems that provide for the growth and development of our people and enhance their contribution to our joint warfighting ability.

The primary Sea Warrior interface is Navy Knowledge Online (NKO), an outstanding and ever-developing web-based resource available now. It will eventually encompass the full development of the 5 Vector Model and the Job Advertising and Selection Service (JASS) Career Management System (JCMS).

To enable Sea Warrior, the Navy is integrating Manpower, Personnel, Training, and Education (MPT&E) into a single enterprise, creating a single, integrated business process to deliver optimally trained and motivated manpower to the Fleet.

- Sea Warrior puts tools at our people's fingertips to make the right career-development choices.
- We will realize the Sea Warrior transformation by combining the strengths of the current manpower, personnel, training, and education responsibilities into one aligned and centrally managed and resourced organization that can realize efficiencies, improve capabilities, and increase agility.
- Sea Warrior will enable the Navy to create an agile market-like approach to career management, where Sailors "compete" in a dynamic marketplace, providing the right Sailor to the right place, with the right skills and the right motivation.
- The goal is to create a Navy in which all Sailors – active and reserve, afloat and ashore, civilian and contractor – are optimally assessed, trained, and assigned so that they can contribute their fullest to mission accomplishment.
- Sea Warrior leverages technology to provide Sailors with unparalleled opportunities for professional development and personal growth through Navy Knowledge Online, JCMS, and the developing 5 Vector model.
- With the latest technology, Job Advertising and Selection System (JASS) Career Management System (CMS) empowers personnel at every level, one day giving Sailors the power to control their futures through use of their 5VM.

### 15-second Elevator Speech

Sea Warrior comprises the Navy's training, education, and career-management systems that provide for the growth and development of our people. It provides them with greater individual career management and enables them to take a more active role in furthering their careers through education and training opportunities.

### 60-second Elevator Speech

Sea Warrior is the people-facing piece of the Navy's Strategy for our People, a strategy that serves as the foundation of warfighting effectiveness by ensuring the right skills are in the right place at the right time.

Sea Warrior leverages technology to provide Sailors with unparalleled opportunities for professional development as well as personal growth. To fully enable Sea Warrior the Navy is integrating Manpower, Personnel, Training and Education (MPT&E) into a single enterprise to create a more agile and responsive organization.

This Sea Warrior transformation is linking the process into a single, integrated business process to efficiently develop and deliver optimally trained and motivated manpower to the Fleet.



## Diversity

Navy leadership is committed to improving diversity across the Navy, especially in leadership and technical positions. We need to drive opportunities for women, improving female enlisted accessions, development, promotion, and retention in technical skill sets and competencies. Minorities are underrepresented in our officer corps, and we need to develop a more diverse Navy leadership. The Diversity Directorate under the Chief of Naval Personnel is charged with creating an environment that encourages and enables our creative and innovative Sailors and civilians to reach their personal and professional potential.

- Navy leadership – from the CNO down – is committed to improving the diversity of Navy officers and in technical positions.
- Strengthening diversity strengthens the Navy.
- The goal is to improve the representation of both minorities and women in the Navy.
- A lot has been done, but a lot more needs to be done. The diversity of our enlisted force is much more diverse than America in general, and our officer corps in on par with the college graduate diversity levels in the United States. We have much progress to make at the senior levels of military and civilian corps.
- It's not about head count. We need to create an environment that encourages and enables all Sailors and civilians to reach their personal and professional potential.
- We do this by not only improving the way we recruit and retain our people, but each Sailor and civilian must reach back to those behind them and mentor them.
- We will not be able to do this overnight, but we will take giant steps each year and will remain steadfast in our efforts until we succeed.

### 15-second Elevator Speech

We need leaders from every part of our Navy – in every part of our Navy. Our leadership – officers, senior enlisted and civilian – must represent the diversity of our society. We've made a lot of progress, but we still have a long way to go. Our priority is to strengthen the Navy by strengthening the diversity in its ranks.

### 60-second Elevator Speech

Senior Navy leadership is unequivocally committed to improving diversity among the officer, enlisted, and civilian corps. We are creating strategies to increase representation of minorities and women in senior leadership positions, as well as in technical specialties. A "Diversity Directorate" is charged with creating a Strategy for our People in the 21st Century that will continually invest in the strength of America's diversity so that every Sailor and civilian can prosper and contribute to mission readiness. It starts with improving our recruiting efforts by accessing better sources for current and future Sailors. We are also improving our retention processes so that we are retaining our highest quality individuals, and creating an environment where every individual can prosper and contribute to mission readiness.

## CNO's Required Outreach

The Chief of Naval Operations has tasked flag officers and afloat commanding officers to support the Navy's communications strategy by conducting and reporting (see inset) several public engagements throughout the year, as follows:

- Each flag officer should make a speech or conduct a public engagement before a "non-Navy" audience outside of his or her homeport area audience once every six months, and within his or her homeport area once a year. Possible "non-choir" venues include, for example, business or community organizations such as the local Chamber of Commerce. This will ensure that our message extends beyond usual, friendly venues such as Navy-League meetings and veterans groups events (see p. 18 for a list of possible speaking venues).
- Three- and four-star admirals are asked to conduct a major media event both annually in their local areas and wherever they travel for their required outside-of-homeport

Public engagements will be reported to the Navy Office of Community Outreach (NAVCO) when they are scheduled, and again when they are executed. Visits to towns or states based on ships' names will be reported to NAVCO at [namesake@navy.mil](mailto:namesake@navy.mil); all other events will be reported to [speakers@navy.mil](mailto:speakers@navy.mil).

speaking events. The focus of the media event should be "building a fleet for the future." The message will only get out if it is communicated by our senior leadership. Editorial boards, press conferences, or in-depth interviews with a major media outlet are the kinds of events envisioned by this requirement.

- Our internal audiences must also hear regularly from the top leadership of the service. All four-star admirals and Fleet and Force Master Chiefs should arrange to participate in a Navy and Marine Corps News interview at least once during the course of this year.
- All one- and two-star admirals should visit an educational institution (primarily a high school, college, or university) in their hometowns, or in the area of an alma mater, at least once a year.
- Commanding officers assigned to ships named after cities, states, and individuals should arrange a "namesake" visit to their respective city or state (or applicable place related to the ship's namesake) once during the course of each year.
- Navy League events happen nationally and at local Navy League Councils throughout the year and need to be supported by senior Navy leadership. Flag and commanding officers and Fleet and Force Master Chiefs are

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expected to contact Navy League Councils in their homeports and hometown areas to determine how they can actively support their events. Our goal is to cover with flag officer presence 100 percent of all national Navy League events, and as many local events as possible. Local Navy League Council points of contact and schedules of national events can be found at [www.navyleague.org](http://www.navyleague.org).

Military veterans organizations as well as the Naval Submarine League and the Surface Navy Association should also be supported. While we must reach out beyond our comfort zone, we must not forget our strong supporters. They can help us tell our story.

## PA Community Taskings

One of the overarching goals of this year's Playbook is to coordinate and professionalize the numerous resources available to PA professionals on both the overarching Navy messages – driven by CNO's top three priorities – and the numerous programs, initiatives, platforms, and events that each in their own right deserve "air time" via Navy communications.

Coordinating the messages on those smaller, specific initiatives with the larger Navy messages develops communication that is **aligned** across the enterprise.

### ALIGN

Simultaneously, we seek to ensure that PA professionals have user-friendly, one-touch, **streamlined** access to all the resources that exist on a given topic – whether those resources be Rhumb Lines, Public Affairs Plans and Guidance, talking points, fact sheets, press releases, etc.

### STREAMLINE

Aligned themes and streamlined resources translate into effectively delivered messages. Then we must **execute** and ensure the plan gives us the product/results we desire.

### EXECUTE

To facilitate the development of the online edition of Playbook 2006 into the "one-stop-shopping" location for aligned and streamlined communications resources, the PA community must accomplish the following:

- Each PA professional responsible for communications regarding a particular topic, initiative, program or general theme must ensure the information online is both current and updated when required.

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- By the end of each month, PA professionals must provide a report to CHINFO's OI-5 on the currency of the resources they have posted at the online Playbook. Negative reports are required. (Resources will also include points of contact, so these must be validated as well.) If updates are needed to particular resources, those updated materials must be provided with the report that comes in before the end of each month.
- Additionally, each time a product such as a PA Plan or PAG is developed for a topic covered by the online edition of Playbook 2006, it will be made available via a link under the "resource" heading for that particular topic. This requires coordination with CHINFO's OI-5, and for its success it depends upon our PA professionals proactively providing these resources as they are generated.



## Calendar of Seasonal Themes

Annual events and other seasonal issues provide an opportunity for us to add a Navy dimension to a topic the media and public are already focused on. For example, the media prepares many stories and special supplements around Earth Day each April. Knowing this in advance allows us to reach out proactively to the media and other audiences with our national and local stories about the Navy's efforts to be a good steward of the environment.

Below is a list of holidays, events, and seasonal issues that provide "targets of opportunity" for emphasizing a Navy message in conjunction with a pre-planned event or subject focus. In cases relating to Navy- or government-specific issues that are driven by events occurring at a particular time of year (e.g., budget, QDR, BRAC), we will provide supplemental resources (talking points, elevator speeches, etc.) to aid Navy communicators and senior leadership in telling the Navy story as it relates to the issue at hand.

October	November	December
Navy Birthday BRAC National Disability Employment Awareness Month	Military Family Month BRAC Veterans Day American Indian Heritage Month	Pearl Harbor Army Navy Game Holiday Message
January	February	March
Budget QDR Martin Luther King's Birthday	Presidents' Day African American History Month Budget QDR	Environmental Stewardship Women's History Month
April	May	June
Environmental Stewardship Earth Day	Asian Pacific Heritage Month Physical Fitness & Sports Month Armed Forces Day Memorial Day	Midway Safety Month Flag Day
July	August	September
Independence Day	National Aviation Day	Hispanic Heritage Month (Sept. 15 - Oct. 15) Patriots Day POW/MIA Day

## Navy Office of Community Outreach (NAVCO)

NAVCO is CHINFO's national community relations field activity. It serves as the central point of coordination for Navy community outreach programs throughout the nation, with the exception of Fleet Concentration Areas and the Los Angeles and New York metropolitan areas. Its mission is to conduct and align national Navy image, awareness, and branding efforts by coordinating existing assets for maximum community-relations impact. NAVCO:

- Builds and maintain relationships with media organizations in key American markets.
- Reaches untouched publics in the heartland.
- Builds lasting relationships with citizens in business, education, and government.
- Assists Navy commands worldwide with heartland media placement during contingencies, emergencies, and deployments.
- Coordinates and assists national community outreach programs.
- Maintains and coordinates a proactive national Speakers' Bureau.
- Coordinates national naval aviation and non-aviation support requests for community events.
- Coordinates distinguished visitor embarks for business and civic leaders.
- Tracks events scheduled and conducted by flag and commanding officers as required by this Playbook.
- Coordinates and tracks the Navy's Caps for Kids Program visits, and serves as a clearinghouse for caps donations.

Oct	Nov	Dec	Jan	Feb	Mar
5-13 San Francisco Navy Week	3-12 San Antonio Navy Week  28-3 Dec Philadelphia Navy Week	No Events Scheduled	22-28 Tampa Navy Week	16-18 Baltimore: Black Eng. Awards	1-4 Charlotte: CIAA Basketball Tournament

These "Navy Weeks" are perfect opportunities  
for flag officers/COs to meet their speaking commitments.

Questions on events in the calendar should be directed to NAVCO at (901) 874-5801 or e-mail [navinfo\\_dal\\_1@earthlink.net](mailto:navinfo_dal_1@earthlink.net).

Apr	May	Jun	Jul	Aug	Sep
17-23 Louisville Navy Week	1-5 Ft. Lauderdale Fleet Week 1-7 Atlanta Navy Week 5-12 Denver Navy Week 8-14 Dallas Navy Week 15-20 Chicago Navy Week 22-27 Charlotte Navy Week 22-29 Little Rock Navy Wk 24-31 New York Fleet Wk	5-11 Nashville Navy Week  8-17 Boston Navy Week  19-24 Bay Area Navy Week	1-9 Pittsburgh Navy Week  9-16 Detroit Navy Week  14-23 Twin Cities Navy Week  21-29 Cheyenne Navy Week	4-13 Indianapolis Navy Week  28-3 SEP Cleveland Navy Week	11-17 Salt Lake City Navy Week  18-24 Nebraska Navy Week  25-30 Memphis Navy Week

## Target Audiences

Many audiences, both inside and outside the Navy family, hold stakes in the Navy mission; still more have a great deal of influence over our ability to accomplish that mission.

Externally, for example, local governments play a critical role in our ability not only to sustain our current infrastructure needs but to build for the future. The BRAC process of the past year, which continues into this new year, highlights the need for ongoing dialogue with local governments. Also, consider the influence of a Sailor's family on his or her decision to join the Navy, or to re-enlist – both critical to our ability to grow and maintain the 21<sup>st</sup>-century workforce.

### Internal Audiences

Active and Reserve Sailors and their families  
Navy Civilians and their families  
Navy Contractors

readiness and the future. We must make certain, just as importantly, that they understand that Navy leadership is determined to keep their interests, quality of life, and professional development first and foremost as it builds its strategies for our people in the 21<sup>st</sup> century.

Our communicators need to think creatively about the numerous internal and external audiences that exist (see inset), and reach out to all of them. And they must deliver the right message via the right means, depending upon which audience they are addressing.

### External Audiences

Navy League of the United States  
Navy-Marine Corps Relief Society  
Military Officer Associations  
Fleet Reserve Associations  
American Legion  
Youth Organizations  
Coalition Partners  
Inter-governmental Agencies  
Business and Civic Groups  
Educators

Internally, we need to ensure that our Sailors and their families understand that they are the core of both current

## Public Engagement and the Speakers' Bureau

Bringing our messages directly to target audiences through speaking opportunities is an effective and essential communications and public engagement tool, eliminating the filter of the media and providing a direct channel to our audiences.

### Possible Speaking Venues

Service Clubs, such as:  
Optimist Clubs  
Rotary Clubs  
Kiwanis Clubs  
Lions Clubs  
Universities and Colleges  
Chambers of Commerce  
Local Foreign Affairs Groups  
Environmental Groups/Associations

The CNO has asked each of our flag officers to present at least one speech a year outside his or her homeport area, and to a venue that is outside the roster of standard "Navy-friendly" fora. We need to extend our speaking engagements beyond that "comfort zone" of friendly audiences who are already familiar with our programs, such as the national Navy League and its local councils, and the veterans' groups.

Leaders and communicators must think about venues where our messages may be challenged, but which will also provide an opportunity to develop new or stronger relationships with audiences who need to be educated about our mission. CENTCOM Commander General John Abizaid recently addressed the Detroit Economic Club, bringing the military message directly to what is widely considered one of the premier speaking venues in the world. These are the kinds of opportunities we must seek for our leadership.

The Navy Office of Community Outreach (NAVCO) is available to assist in reaching out to potential speaking venues. Contact the Speakers' Bureau for help, at (901) 874-5805.

NAVCO's web site also has helpful tips and tools to help make the most of each speaking opportunity. These tools include reference materials, tips for speechwriting, a PowerPoint presentation, presentation tip, security clearance guidance, and other helpful information.



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